

USAREUR & 7th Army Commander's Intent

The world we live in today, since 9/11, and the one we will operate in for the foreseeable future can be characterized by ambiguity, uncertainty, asymmetry and complex conditions. The Global War on Terrorism is against a transnational, multifaceted threat where military power alone will not be the sufficient answer. Operating in a “shared battle space” with economic, political, informational, as well as coalition military elements of national power is the norm. Competency at our basic military skills and our Mission Essential Tasks (MET) are still the cornerstone of our full spectrum capabilities, but we will increasingly work in complex sets of conditions. Conventional and unconventional forces complementing each other, urban environments, paramilitary threats, narcotraffic and other criminal effects, austere areas of operations, joint interdependencies, coalitions of the willing, a wide range of IO/NGO activities—coordinated and uncoordinated—and blurred-together campaign phases will all be common features in our operational environment.

This environment challenges our Army in many ways. While we remain a values-based profession, almost every Army domain is changing—organizations, pentathalite leader development, equipment and information systems, training technologies, doctrine, and infrastructure. War has become a forcing function for change. We can either be reactive to this world we find ourselves in, or be proactive in changing how we will deal with today's and tomorrow's conditions. I choose the latter. The Troopers assigned to U.S. Army Europe, supported by a professional civilian work force, and strengthened by magnificent family members, will continue to meet the requirements of the Commander, European Command, across the vast 91-country area of responsibility.

My intent for this command describes our strategy in terms of ends, ways, and means, and comprises this document and the accompanying Strategy Map. The Strategy Map shows five lines of operation—ways—that will lead to the end state objectives. For each line of operation, USAREUR is in a *supporting* role, a *supported* role, or a combination of both. The top line of operation—supporting the fight—is clearly the main effort. Within each line of operation are the means—the *how* and *what* it will take to achieve the end state objectives. Those ends are interrelated objectives, with each affecting the others. This is a living document that will be reviewed and updated periodically to reflect my current thinking, always with senior leader input and review. I expect leaders to be familiar with its contents and to ensure commander's intent documents at echelon are nested with these concepts.

This strategy must shape and drive change across USAREUR. Remember, we want to remain proactive, not become reactive. Some additional points of emphasis:

- **Win the Global War on Terrorism** by providing trained, ready, and joint-capable forces to Regional Combatant Commanders, usually in a coalition environment. This will always be our main effort. Our various operational and tactical headquarters must be joint-capable and prepared for the complexities of direct interface with joint, multinational, and other government and nongovernmental agencies. I expect USAREUR senior leaders to engage proactively with counterparts in other Service and national headquarters. Joint interdependence and operating in fluid coalition environments, conditions of current and future warfare, dictate such continuous outreach.
- **Transform and set the force in an expeditionary stance** with the right capabilities, geographical positioning, and joint synergies to meet COMEUR requirements. Political decisions will alter the size of the footprint in Europe, but we must ultimately produce agile, lean, flexible, and full spectrum capable forces, relevant to this theater and beyond. The Eastern European Task Force (EETAF) and the Southern European Task Force (SETAF) are critical elements of our expeditionary stance as both EUCOM and NATO look east and south. Likewise, our capabilities and stance must facilitate our Executive Agency and Title 10 ARFOR requirements across the Theater.
- **Keep USAREUR a great assignment location** for Soldiers, families, and civilian employees. We are continuously seeking improvements in services and facilities that contribute to the quality of life for our people. IMA-Europe is second to none in this regard. A European assignment continues to offer unmatched professional and personal opportunities for Soldiers and their accompanied families.
- **Build tomorrow's coalitions of the willing today** through effective security cooperation initiatives in support of COMEUR's theater strategy. Both the historic and the newest allies of the United States are found in this AOR. Thus we prioritize exercising our ability to operate with joint and coalition partners by leveraging the unsurpassed exportable training capability resident in the Joint Multinational Training Command. As our European footprint decreases, the importance of senior leader involvement in Theater Security Cooperation activities increases. The personal relationships that develop from such interaction are invaluable when the need arises for coalition-building.
- **Develop today's and tomorrow's leadership** – warrior-pentathletes, trained and capable of leading and dealing with uncertainty across the full spectrum of mission sets and environments. In our profession, we grow our own leaders with quality leader development programs that are an internationally recognized hallmark of the U.S. Army. Since every interaction with a subordinate is a potential leader development opportunity, we are ever seeking ways to develop tomorrow's leaders

today—pentathletes—whose versatility and athleticism are the essence of the Army. Our profession, and the strength of the U.S. Army, is all about its people. There is no more important daily endeavor than to develop leaders—private through general, military and DOD civilian—for the USAREUR chain of command. I expect leaders at every level to be empowered—responsible, with the right authorities, and accountable—to fully develop their subordinates. In combat, our leaders demonstrate the value of this intent each and every day.

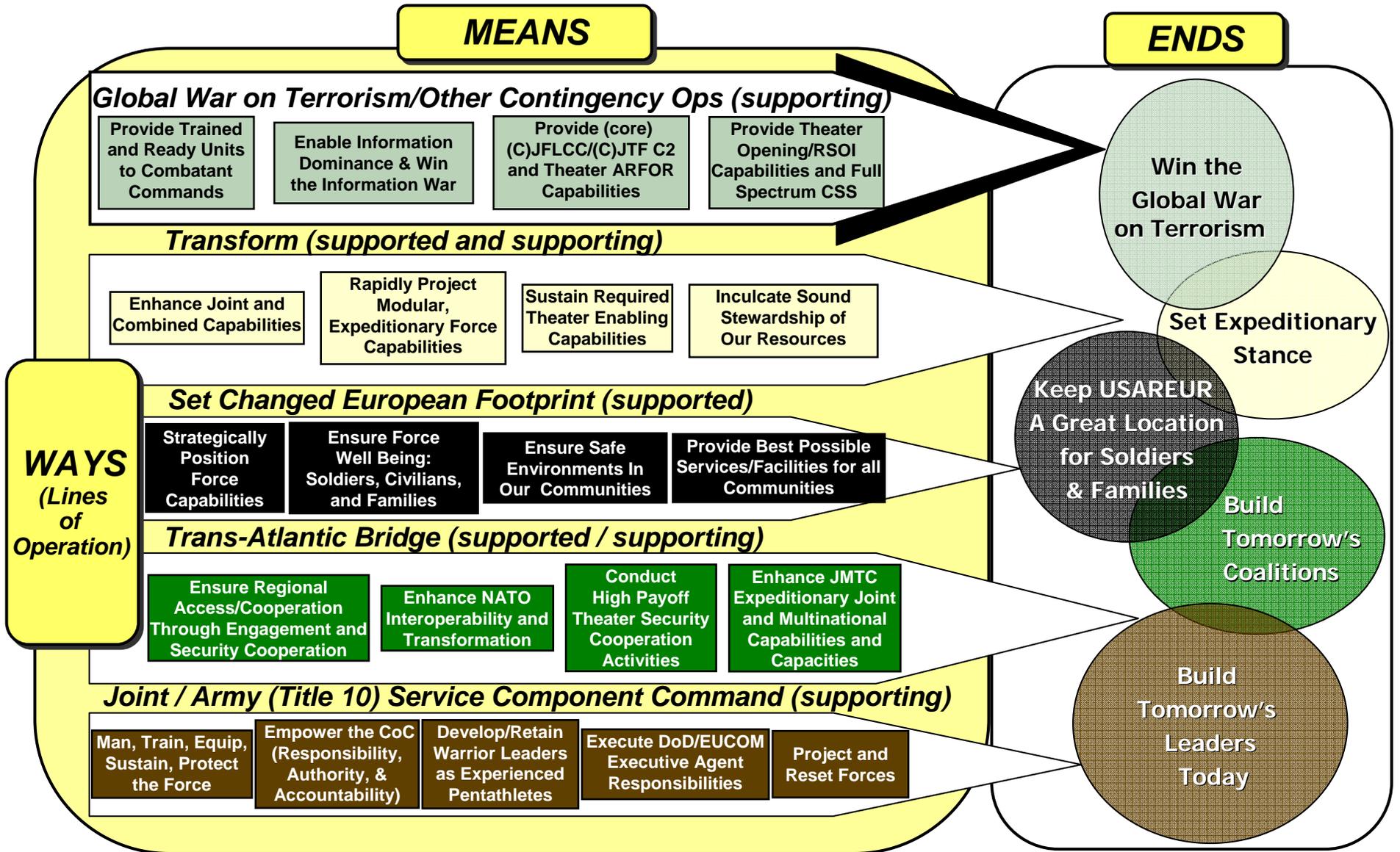
The Strategy Map construct of ways, means, and ends is also a tool to drive our strategic communications plan. In a time of constrained resources and high OPTEMPO, effective communication will make a difference in our ability to achieve objectives. Leaders in USAREUR have a responsibility as strategic communicators to understand and tell the USAREUR story to target audiences, both internal and external.

Everything we do must be values-based. The seven Army Values are our credentials that represent the ideals of our Nation and the expectations of the American people for the Armed Forces. Imbued with the Warrior Ethos, USAREUR Soldiers selflessly answer the call to duty and have repeatedly distinguished themselves in combat, during disaster relief, in peacekeeping missions, and at home station. The Nation could not be more proud of the accomplishments of those within this command. This document sets an azimuth to achieve our desired end-state objectives while giving latitude for subordinate commanders to exercise initiative and judgment within my intent.



David D. McKiernan
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Commanding

USAREUR/Seventh Army Strategy Map – Commander’s Intent



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